



Sample Action Plan: Addressing a Specific Workforce Challenge

Action Plan Goal(s)	<ul style="list-style-type: none"> Improve recruitment process so that there is a larger and better qualified applicant pool. Validate the competencies critical for the Child Welfare Caseworker. Preliminary identification of competencies completed during Supply/Demand Analysis. Strengthen selection process in order to select highly qualified employees. Address competency deficiencies by introducing new performance management system. 		
Key Challenge	<ul style="list-style-type: none"> Agency has not been able to consistently keep all child welfare vacancies filled. Also projects a huge surge (33 positions) of new positions needing to be filled immediately following budget authorization. The current workforce shows deficiencies in the critical competencies of Adaptability, Collaboration and Communications (specifically writing skills). 		
Executive Sponsor or Department Director		Date	

Action Strategies How will we address our key challenges?	Tactics/Tasks Required Specifically, how will the strategy/objective be accomplished? List the individual steps needed to achieve the goal	Person(s) Responsible Identify who is responsible to see that each task is completed	Additional Resources Identify any additional resources that are needed to complete the task	Timetable Specify when each task will be completed	Status Not Started Started Completed	Performance Measures/Milestones What measure will we use to determine successful completion of action items?
Improve recruitment process	Implement online recruiting	Recruitment/Selection Specialist.				We will have at least four qualified applicants for each vacancy to be filled
	Partner with local School of Social Work to develop Stipend Program	HR Director				Stipend program developed and implemented.
	Develop/implement strategy for campus recruitment/job fairs	Recruitment/Selection Specialist.				Attracting interested applicants

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Validate the competencies critical for the Child Welfare Caseworker	Identify supervisors of exemplary employees, conduct focus groups, validate competencies.	Classification Specialist				Competencies are validated
	Communicate importance of competency model throughout agency	HR Director/Communications Director				Employees/supervisors will understand relevance and importance of competency model.
Strengthen selection process	Implement competency based behavioral interview protocol.	Recruitment/Selection Specialist.				Interview protocol will be implemented
	Develop questions/ scoring process.	Recruitment/Selection Specialist.				Questions and scoring process developed and being used
	Train those who will conduct interviews	Recruitment/Selection Specialist.				Training completed
Address competency deficiencies	Develop new performance management process.	Assistant HR Director				New performance management system implemented.
	Train supervisors and employees on the new process.	Assistant HR Director				Training completed